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ABSTRACT

Focusing on accreditation recommendations and outcomes for Florida's Pensacola Junior College (PJC), this document presents abstracts of five Southern Association of Colleges and Schools (SACS) accreditation site visit reports prepared in 1956, 1966, 1976, 1987, and 1997. Each abstract presents actions suggested by the SACS; recommendations, or mandates for gaining accreditation; and commendations, if any. The abstracts included cover the following accreditation visits: (1) PJC's initial application for accreditation in 1956, describing outcomes for 15 standards, listing 14 recommendations that were made, and indicating that no actions were suggested; (2) the college's first reaffirmation in 1966, presenting 46 suggestions and 2 recommendations made in the areas of faculty job descriptions and staff lines of authority; (3) PJC's second reaffirmation visit in 1976, providing information on the 15 suggestions and 6 recommendations that were made; (4) the college's third reaffirmation visit in 1987, listing the 22 suggestions and 12 recommendations that were made; and (5) a fourth reaffirmation visit in 1997, describing 2 commendations related to PJC's student development services and physical resources, 4 recommendations related to educational programs, and 12 suggestions related to institutional effectiveness, educational programs, educational support services, and administrative processes. (TGI)

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ED 411 002

The

Southern Association of Colleges and Schools

Accreditation Site Visitation Committees

For

Pensacola Junior College

Report Abstracts

1956 - 1966 - 1976 - 1987 - 1997

Suggestions

and

Recommendations

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Pensacola Junior College
Office of Institutional Research & Effectiveness
R-97-619

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Introduction:

Following are abstracts from SACS visiting team reports for Pensacola Junior College for 1956, 1966, 1976, and 1986, respective of "Suggestions" and "Recommendations." Suggestions are in fact only suggestions for action. Recommendations, however, are mandates for accreditation.

The pattern noted is:

	Suggestions	Recommendations	Commendations
1956: (Initial Application)	0	14	0
1966: (First Reaffirmation)	45	2	0
1976: (Second Reaffirmation)	18	6	0
1987: (Third Reaffirmation)	22	12	0
1997: (Fourth Reaffirmation)	12	4	2

Observations:

Both PJC and SACS have come a long way in four decades. PJC has grown to a large and complex institution. SACS has become more sophisticated in its accreditation review processes. This process has clearly helped shape PJC and has led its progress. PJC apparently has responded to both suggestions and recommendations as mandates for change. Apparently the 1955-56 process was based on a standard application form process without the benefit of a comprehensive self-study. Subsequent reaffirmation processes were based on comprehensive self studies.

The 1997 report was the best ever.

1956:

Report of the Study on Pensacola Junior College prepared by the Committee on the condition of Colleges and Universities of the Southern Association of Colleges and Secondary schools; William S. Smith, President, South Georgia College, Dean B. Prevette, Superintendent, High Point, N.C. Schools; April 9, 10, 11, 1956.

Standard 2:

Organization
(Pages 2-6)

"It should have approved statutes as its basic operational guide." "There is no accounting for expenditure of funds . . . " " . . . there is no classification of positions other than as instructors..." The problem of nine months appointment for college officers is noted. Administrative staff was observed to be sparse. Budget lacks detail. "It should be understood that the Study Committee is concerned by all these circumstances of organization at this time, . . . "

Standard 3:

Curriculum
(Page 7)

Concern over limited offerings and the control of the adult secondary program were noted.

Standard 4:

Entrance
Requirements
(Page 8)

The admission of special students by the president should "be qualified with proper limitations for the protection of the college."

Standard 5:

Faculty
(Pages 8,9)

Objection noted to the requirement of state certification of faculty. There should be a faculty classification and pay scale.

Standard 6:

Instruction
(Page 10)

Grade inflation was noted.

Standard 7:

Finance Support (Page 11)	Absence of an audit was noted.

Standard 8:

Library (Page 12)	Shortage of seating, as required, was noted.

Standard 9:

Laboratories (Page 12)	Some shortage of space was listed.

Standard 10:

Physical Plant (Page 13)	Space for science and fine arts was seen as inadequate.

Standard 11:

General Tone and Stability of the Instruction (Page 13)	College should not be operated under the same policies as the secondary schools.

Standard 12:

Student Activities & Student Personnel (Page 14)	Lack of student participation in activities was noted. There was a problem noted of student follow-up.

Standard 13:

Graduation (Page 14)	Nothing.

Standard 14:

Records (Page 15)	Business office space was inadequate.

Standard 15:

Association Survey
(Page 15) Adequate.

Recommendations:

(Pages 15-17) No recommendation [by SACS] for accreditation was to be made until an audit and other information was to be provided and:

1. Revision of catalog, philosophy and objectives.
2. Progress toward adoption of statutes.
3. Development of a personnel chart and job descriptions.
4. An audit of fund expenditures.
5. Notification of state organization or regulations.
6. Description of the location of the adult secondary program.
7. Qualifications of the presidential admission of special students.
8. Notification of policy change in applicant personal character, etc., information.
9. Notification of faculty qualifications (English instructors especially).
10. Notification of certification requirement changes.
11. Progress toward establishing a faculty ranking system.
12. Notification of weekend library hours.
13. Notification of change in number of available microscopes.
14. Notification of erection and occupation of new physical plant.

[END]

First Reaffirmation

1966:

Report of Visitation Committee
Pensacola Junior College
Pensacola, Florida
October 30 - November 2, 1966

Standard 1:

Purpose
(Page 1) None.

Standard 2:

Organization & Administration
(Pages 4-6) Recommendations:

1. "Revise the job descriptions in the Faculty Handbook for clarity, consistency and accuracy."

2. "Continue a study in depth of the line and staff positions for purposes of classification, simplification, and redefinition of lines authority and areas of responsibility."

Standard 3:

Educational Program
(Pages 7-12) Suggestions:

1. "Evaluate the in-service training needs in order to formulate a training program."

2. "Study the possibility of awarding stipends to faculty members who desire leaves of absences in order to pursue programs for advanced degrees."

3. "Appoint a full-time financial aids [sic] officer to have responsibility of arranging financial assistance to students. This process is such that it needs the full time efforts of one individual."

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4. "File aims and objectives with course outlines of all courses offered at Pensacola Junior College."

5. "Review course outlines and, when necessary, revise and bring them up-to-date."

6. "Study the procedures used for faculty evaluations and promotions with the possibility of making changes, especially the rating sheet presently used."

7. "Study in detail the pros and cons of the formation of a faculty senate."

Standard 4:

Financial Resources (Pages 13-18)

Suggestions & Comments:

1. "It is suggested that an arrangement be worked out between the College and the County Purchasing Department to attempt to expedite purchase orders referred to the County Department to the College."

2. "A central receiving depot was indicated as a problem in the Self-Study report."

3. "Storage in the Administration Building for supplies still appears to be a problem."

4. "It is suggested that efforts be made to amend the Civil Service Law governing the certification and employment of non-professional employees."

Standard 5:

Faculty (Pages 18-25)

Suggestions:

1. "It is suggested that an in-service training program be organized in such a way that the personnel of each department benefit from it."

2. "A salary schedule which has a base of nine months and 15 hour teaching load would be helpful to new faculty members. The ten and one-half months contract and the supplements create the illusion that a faculty member is paid a higher salary when compared to that paid by other colleges."

Standard 6:

Library
(Pages 26-30)

Suggestions:

1. "Provide additional clerical staff for these two libraries."

2. "Purchase and process all library materials for curricular use of the students through the library."

3. "Locate the materials for the high school and non-credit occupational programs in the library facilities at the center for Adult Studies."

4. "Make a study of the aspects of the college audio-visual program to determine how to reorganize the present decentralized system in order to make it effective, . . ."

5. "Process all acquisitions and cataloging for the library of the Center for Adult Studies at the main library."

Standard 7:

Student Personnel
Services
(Pages 31-37)

Suggestions:

1. "Make a thorough study of the newly created position of Dean of Men in view of the effect this position is having or may have on the student activities."

2. "Study the operation of the Registrar's office separate for Student Personnel Services since this arrangement creates a serious problem in the use of the student records by counselors."

3. "Make a study of the duties and titles of the Assistant Director of Financial Aid and Testing."

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4. "Arrange to have all professional personnel participate in staff meetings . . ."

5. "Study the feasibility of integrating all students' records in the Registrar's Office . . ."

6. "Study and formulate ways and means of improving the effectiveness of the Honor Code system."

7. "Consider the advisability of establishing the faculty advisory system since many advisors expressed the opinion that they no longer have any obligations to the students in counseling."

8. "Support and encourage the Alumni Association."

9. "Make every effort possible to improve the coordination of student personnel functions in all areas of the junior college program including the adult education and the vocational-technical programs."

Standard 8:

Physical Plant
(Pages 38-41)

Suggestions:

1. "The physical and emotional barriers created by the street dividing the campus should be removed as soon as possible."

2. "As enrollment increases, classroom space becomes critical."

3. "The County Civil Service System, which covers all non-instructional personnel, seems to create considerable problems partly caused by the low salary schedule."

4. "Perhaps more efficient use could be made if the occupational laboratories in the applied science area and in the vocational-technical area were combined . . ."

5. "There is need for additional parking lot facilities."

6. "In the equipment area, teaching machines . . . would provide opportunities . . ."

7. "The administration should continue intensive study and implement plans to provide a physical plant integrating all its broad, comprehensive activities into one educational unit."

Standard 9:

Special Activities
(Pages 42-61)

Suggestions: (ADN Program)

1. "The Committee supports the plans of the administration to construct a building for both practical and associate degree nursing programs."

2. "The Committee suggests that the nurse education faculty revise the objectives of the program and revise them in terms of learner behavior."

Suggestions: (Vocational-Technical Programs)

1. To improve interdepartmental communications.

2. To differentiate departmental objectives.

3. To consider requiring specific high school credits for program admission.

4. To consider college transfer math and physics in Applied Science programs.

5. To acquire laboratory equipment.

6. That a formal grading and grade recording system be developed for vo-tech instruction.

7. To establish a separate data processing unit.

Suggestions: (For the Adult High School)

1. To study the extremely high drop-out rates.

2. Add electives.

3. Add language courses.

[END]

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Second Reaffirmation

1976:

Southern Association Report
March 26, 1976

Standard 1:

Purpose — None.

Standard 2:

Organization & Administration (Pages 1, 2)

Suggestions:

"That the College study the administration organization, the scope of unit role and function, educational titles if these units involving Evening College, Community Service, Adult Basic Education, Secondary Education and Milton Campus."

Recommendations:

1. "That the college study the organizational chart, convert it to more adequately reflect the actual line responsibilities and the present positions existing at the institution and communicate this to all staff."

2. "That the college write and/or rewrite the job descriptions found in the policy manuals in the files of the college to more adequately reflect the assignment changes in newly created positions."

Standard 3:

Educational Programs (Page 2)

Suggestions:

1. That the admissions policies for certain specialized college degree programs be so noted in the eligibility admissions brochures and catalog.

2. That the involvement of the admissions committee be clearly stated and followed for the readmittance of students on academic probation.

Recommendations:

"That the study and implementation for consideration of all admissions procedures be continued and a centralized institutional agency be responsible in the admissions of all students."

Standard 3:

Curriculum
(Page 3)

Suggestions:

1. "That efforts be made to reduce the noise level in the welding shop or that ear protectors be provided for the students."

2. "That planning efforts of any new vocational-technical programs be coordinated by department heads, the Director of Library/Learning Resources, and the Vice President for Financial Affairs in order to optimize funds available through the State Vocational Technical division."

Standard 4:

Financial
Resources
(Pages 4,5)

Suggestion:

"All consumable supplies be placed on inventory and managed in accord with generally accepted costing standards."

Standard 5:

Faculty
(Page 5)

Suggestion:

"The administration and the faculty continue to develop and implement procedures for faculty evaluation."

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Standard 6:

Library
(Page 5)

Suggestion:

"That the Library/Learning Resources program staff take a leadership role in addition to a service role in the effective use of resources in the whole institutional program."

Standard 7:

Student
Development
Service
(Pages 6,7)

Suggestions:

1. "We feel the institution should consider and devise a policy of promotion and/or some type of advancement to counselors that recognize the individual abilities of these people."

2. "We feel that the student development staff should staff programs involving some type of human development functions for possible inclusion in the Student Government program."

3. "We feel that the Financial Aid Division should consider developing some kind of student aid form that would encompass all Pensacola Junior College funds. I'm not indicating what type of form, but it would be better than maybe having four or five different forms for different programs."

Recommendations:

1. "That the student development staff re-evaluate and identify means of effective and adequate program of freshmen orientation for all students at Pensacola Junior College."

2. "That the institution take immediate steps to ensure the safety of Pensacola Junior College students in such areas as traffic and emergency evacuation of buildings."

Standard 8:

Physical Plant (Page 7)

Recommendation:

"That attention be given to making the crossing of College Boulevard safer for all students."

Standard 9:

Special Activities (Pages 7,8)

Suggestions:

1. "That an administrative unit of the college be clearly defined to coordinate and administer special activities in reference to Standard Two."

2. "That specific objectives, long range goals, and policies be standardized and implemented by the administrative unit of special activities."

3. "That criteria and procedures for awarding continuing educational units be clearly defined."

4. "That a study be conducted on the feasibility and resources available for off-campus centers and the courses offered at them."

5. "That better utilization of staff development funds be studied and implemented by the special activities administrative staff."

[END]

Third Reaffirmation

1987:

Institutional Self Study
Responses to the
Southern Association of Colleges and Schools
Pensacola Junior College, 1985-1987
October 12, 1987

Recommendation 1: "It is recommended that the College establish adequate written procedures for planning and evaluation."

Recommendation 2: "It is recommended that the policies for readmission of students who have been suspended and have appealed unsuccessfully be clearly stated in the catalog and applied consistently."

Recommendation 3: "It is recommended that the institution determine a means of ensuring competence in oral communication for students in degree programs."

Recommendation 4: "It is recommended that Associate in Science programs be reviewed to ensure that all programs include 15 semester hours in general education."

Recommendation 5: "It is recommended that the College review staffing to ensure that a full-time faculty member with appropriate credentials be identified to supervise each curricular area of the institution in which a major or degree program is offered."

Recommendation 6: "It is recommended that the College refine its organizational chart to clarify roles, responsibilities, cooperation, and collaboration among persons involved in the development, promotion, operation, and evaluation of continuing education and special activities."

Recommendation 7: "It is recommended that the College take appropriate steps to assure that all faculty have appropriate credentials or to document unique experiences and demonstrated competencies, and place them in the personnel folders."

Recommendation 8: "It is recommended that current policies and procedures for faculty promotion be affirmed by publishing them in an official publication for faculty consumption."

Recommendation 9: "It is recommended that the College develop comprehensive plans, procedures, and responsibilities for employing, supervising, and evaluating part-time faculty."

Recommendation 10: "It is recommended that the College establish measurable goals for its student's services program(s) which will facilitate a sense of direction and a basis for evaluation."

Recommendation 11: "It is recommended that the College undertake a review of its existing approach to assigning responsibility for management of its various student development services to ascertain whether it is achieving the objective of clearly designating an administrative unit responsible for planning and implementing student development services."

Recommendation 12: "It is recommended that the College take the necessary steps to ensure a regular comprehensive evaluation of all student development services and programs, especially by those clients for whom the services are intended."

Suggestion 1: "It is suggested that institutional research be assigned to an office within the organizational structure."

Suggestion 2: "It is suggested that the College consider clarification of the requirements for change of status from special student to regular admission."

Suggestion 3: "It is suggested that the College examine the catalog, course schedules, and other materials with regard to course titles and descriptions to ensure that such communications are clear and not confusing to students."

Suggestion 4: "It is suggested that a survey be conducted of the health care providers in the service areas as well as the potential student population to determine if there is sufficient need or demand for practical nurses to warrant three admissions each year."

Suggestion 5: "It is suggested that a review of the admission criteria be conducted to determine if admission requirements of the LPN program allow for the admission of students who have a reasonable potential for success."

Suggestion 6: "It is suggested that the College continue to expand and improve coordination of its efforts to evaluate instruction."

Suggestion 7: "It is suggested that both the associate degree and practical nursing programs review course offering to ensure that course content is current and consistent with present trends in medicine and nursing."

Suggestion 8: "It is suggested that multiple sections of the same course have equivalent syllabi and that those syllabi be given to each student enrolled in the respective course."

Suggestion 9: "It is suggested that a compensation study be undertaken to look at models and patterns of compensation of faculty for these programs at similar colleges and institutions."

Suggestion 10: "It is suggested that the College make every effort to resolve the salary schedule issue and to provide to every faculty member a current salary schedule, and to make every effort to abide by this schedule."

Suggestion 11: "It is suggested that the Learning Resources Center Committee work with the Learning Resources staff to determine whether the need exists for longer evening hours or for Saturday hours."

Suggestion 12: "It is suggested that the College study the allocation of space for learning labs within the Pensacola Learning Resources Center."

Suggestion 13: "It is suggested that ways be devised to allow reference librarians more time to work with faculty."

Suggestion 14: "It is suggested that policies for the allocation of computing resources be clearly stated and assigned to an appropriate department of the College so that services can be balanced among user groups and systematically integrated into all areas of the curriculum."

Suggestion 15: "It is suggested that the College continue to explore ways to further involve teaching faculty in the academic advising process."

Suggestion 16: "It is suggested that a thorough evaluation be made of the academic advising service currently being provided as well as the implementation of an ongoing system of student client evaluation."

Suggestion 17: "It is suggested that a thorough review and ongoing client evaluation of all components of the student activities program be conducted."

Suggestion 18: "It is suggested that the College consider reassigning the Admission/Placement Office to the Executive Vice President for Academic/Student Affairs to facilitate delivery of services to faculty and students."

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Suggestion 19: "It is suggested that the College review its current and future plans regarding the provision of health service on its campuses to determine if the service is "consistent" with its purpose and reflects the needs of its constituents as per the criteria."

Suggestion 20: "It is suggested that the administration periodically review the organization pattern for "best fit" of responsibilities and that the rationale for placement of responsibilities be communicated to the entire College staff."

Suggestion 21: "It is suggested that the College allocate more space to the physical plant operations and maintenance department and the learning labs in the Learning Resources Center on the Pensacola Campus."

Suggestion 22: "It is suggested that the College take immediate action to provide adequate lighting in all parking areas."

[END]

Fourth Reaffirmation

1997:

Responses of the SACS Reaffirmation Committee
April 1, 1997

COMMENDATIONS

SECTION V: EDUCATIONAL SUPPORT SERVICES

5.4 Student Development Services

The Committee has no recommendations or suggestions in this section. The Committee commends the Student Affairs division for its initiative and leadership in the State of Florida in its development of the Enrollment Management System.

SECTION VI: ADMINISTRATIVE PROCESSES

6.4 Physical Resources

The Committee commends the institution for its commitment to maintaining facilities that serve the needs of the institution and contribute to an atmosphere for effective learning.

RECOMMENDATIONS

SECTION IV: EDUCATIONAL PROGRAMS

4.8.2.1 Associate

1. The Committee recommends that all faculty teaching courses in the areas of art, computer science, English, history, journalism and Spanish have completed at least 18 graduate semester hours in the teaching discipline and hold at least a master's degree, or hold the minimum of a master's degree with a major in the teaching discipline.

2. The Committee recommends that faculty teaching in applied health technology fields and the manufacturing technology degree program hold the minimum of an academic degree at the same level at which the faculty member is teaching.

3. The Committee recommends that, if an exceptional case is to be made for a faculty member, the exception be sufficiently justified by the institution on an individual basis.

4. The Committee recommends that the college keep on file official transcripts for all full-time and part-time faculty members documentation of academic preparation, such as official transcripts and, if appropriate for demonstrating competency, official documentation of professional and work experience, technical and performance competency, records of publications, certifications and other qualifications.

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SUGGESTIONS

SECTION III: INSTITUTIONAL EFFECTIVENESS

3.1 Planning and Evaluation: Educational Programs

1. The Committee suggests that the college integrate and streamline the total college planning and effectiveness program focusing on a reasonable number of key educational outcomes.

3.2 Planning and Evaluation: Administrative and Educational Support Services

2. The Committee suggests that the unit planning process be extended to all functional units of the college.

3.3 Institutional Research

3. The Committee suggests that the college develop additional means for distributing institutional effectiveness results to the college's internal and external constituencies.

4. The Committee suggests that these results be appropriately analyzed and reported in non-technical prose with executive summaries where appropriate.

SECTION IV: EDUCATIONAL PROGRAMS

4.4 Publications

5. The Committee suggests that the institution provide institution-wide distribution of a public relations procedures manual which includes a statement of policy regarding specific document review steps for publications.

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(SUGGESTIONS CONTINUED)

4.5 Distance Learning Programs

6. The Committee suggests that the institution continue to pursue development of a procedure to insure evaluation of faculty teaching courses through distance learning and incorporate it into its overall institutional effectiveness plan.

4.8.3 Part-Time Faculty

7. The Committee suggests that procedures to insure student access to part-time faculty members be clearly stated and publicized.

4.8.7 Professional Growth

8. The Committee suggests that the staff and program development funds, when appropriate, demonstrate a relationship to the college's technology plan.

SECTION V: EDUCATIONAL SUPPORT SERVICES

5.1.2 Services

9. The Committee suggests that the college analyze the LRC's operational schedule to insure that students have adequate access to learning resources is adequate.

5.1.6 Staff

10. The Committee suggests that the college study usage patterns and the duties and workloads of LRC staff to insure that professional and support staff are adequate.

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SECTION VI: ADMINISTRATIVE PROCESSES

6.1 Organization and Administration

11. The Committee suggests that the college develop, publish and practice procedures that define how priorities are established, how technology decisions are made, and how faculty and staff are educated and trained to apply and utilize technology.

6.3.1 Financial Resources

12. The Committee suggests that the institution continue to acquire funds to finance the upgrade and purchase of new technology.

[END]